

EXHIBIT 10



INSPIRING CONFIDENCE

2006 ANNUAL REPORT



BOARD OF DIRECTORS

DOUGLAS M. BAKER, JR.

Chairman of the Board, President and Chief Executive Officer, Ecolab Inc., Director since 2004

LESLIE S. BILLER

Chief Executive Officer of Greendale Capital, LLC (private investment and advisory firm), Director since 1997, Compensation and Finance* Committees

RICHARD U. DE SCHUTTER

Retired Chairman and Chief Executive Officer, DuPont Pharmaceutical Company (drug manufacturer), Director since 2004, Audit and Governance Committees

JERRY A. GRUNDHOFER

Chairman of the Board, U.S. Bancorp (financial services holding company), Director since 1999, Compensation* and Finance Committees

STEFAN HAMELMANN

Member of the Shareholders' Committee, Henkel KGaA (chemicals, household and personal care products and adhesives), Director since 2001, Finance Committee

JOEL W. JOHNSON

Retired Chairman and Chief Executive Officer, Hormel Foods Corporation (food products), Director since 1996, Audit* and Governance Committees

JERRY W. LEVIN

Chairman and interim Chief Executive Officer, Sharper Image Corp. (national specialty retailer), Director since 1992, Compensation and Governance* Committees

ROBERT L. LUMPKINS

Chairman of the Board, The Mosaic Company (crop and animal nutrition products and services), Director since 1999, Audit and Governance Committees

BETH M. PRITCHARD

President and Chief Executive Officer, Dean & DeLuca, Inc. (gourmet and specialty foods), Director since 2004, Compensation and Finance Committees

KASPER RORSTED

Executive Vice President, Henkel KGaA (chemicals, household and personal care products and adhesives), Director since 2005, Finance Committee

* Denotes Committee Chair

HANS VAN BYLEN

Executive Vice President, Henkel KGaA (chemicals, household and personal care products and adhesives), Director since 2007

JOHN J. ZILLMER

Chairman and Chief Executive Officer, Allied Waste Industries, Inc. (solid waste management), Director since 2006, Audit and Governance Committees

COMMUNICATIONS WITH DIRECTORS

Stakeholders and other interested parties, including our investors and employees, with substantive matters requiring the attention of our board (e.g., governance issues or potential accounting, control or auditing irregularities) may use the contact information for our board located on our Web site at www.ecolab.com/investor/governance

In addition to online communications, interested parties may direct correspondence to our board at:

Ecolab Inc.

Attn: Corporate Secretary
370 Wabasha Street North
St. Paul, MN 55102

OTHER COMMUNICATIONS

Matters not requiring the direct attention of our board - such as employment inquiries, sales solicitations, questions about our products and other such matters - should be submitted to the company's management at our St. Paul headquarters, or online at www.ecolab.com/contact/frmcontact.asp

CORPORATE OFFICERS

DOUGLAS M. BAKER, JR.

Chairman of the Board, President and Chief Executive Officer

LAWRENCE T. BELL

Senior Vice President, General Counsel and Secretary

ANGELA M. BUSCH

Vice President - Corporate Development

JOHN J. CORKREAN

Vice President and Treasurer

STEVEN L. FRITZE

Executive Vice President and Chief Financial Officer

ROBERT K. GIFFORD

Senior Vice President - Global Supply Chain

THOMAS W. HANDLEY

Executive Vice President - Industrial Sector

MICHAEL A. HICKEY

Senior Vice President - Global Business Development

DIANA D. LEWIS

Senior Vice President - Human Resources

PHILLIP J. MASON

Executive Vice President - Asia Pacific and Latin America

JAMES A. MILLER

Executive Vice President - Institutional Sector North America

SUSAN K. NESTEGARD

Senior Vice President - Research, Development and Engineering and Chief Technical Officer

DANIEL J. SCHMECHEL

Senior Vice President and Controller

THOMAS W. SCHNACK

Senior Vice President - North America Food & Beverage

C. WILLIAM SNEDEKER

Executive Vice President - Global Services Sector

ROBERT P. TABB

Vice President and Chief Information Officer

JAMES H. WHITE

Senior Vice President - Strategy and Marketing Development